

Gender pay report 2023

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PICK
EVERARD

Deliver better together.



Duncan Green,
Managing Partner

At Pick Everard, our vision captures our overall strategy for the firm: To create a collective culture, passion and ethos that inspires and drives us to do the right thing, energising our staff to deliver better together for our clients, being accountable for our environment to create prosperous and sustainable communities.

In following this vision, we are passionate about our culture, creating effective and winning teams and environments that motivate and inspire our people. We focus on attracting, developing and retaining diverse and exceptional people who are inspired through strong and motivational leadership.

Our values, and behaviours that underpin them, are vigorously upheld and celebrated throughout all parts of the business, bringing everyone together under 'one firm' creating effective and winning teams. We take seriously our responsibility to all our people, regardless of background. One of the ways we do this is through gender pay gap reporting and understanding where we can do more.

Gender pay gap reporting in the UK is now in its sixth year and during this time we have all been learning and considering the challenges we face within the property and construction sector. As an industry, we continue to tackle a skills shortage and an unwavering sense of competition for talent; something all employers within the built environment are experiencing.

Our changes in practices at Pick Everard and a range of important EDI initiatives over the past three years in particular, have been positively received and engaged with by our people – many of whom are highlighted throughout this report. That being said, these are long-term initiatives and it will take time for their impact to be felt, so we know there is more to do.

The past six years of reporting have also taught us that the gender pay gap will fluctuate – and that isn't necessarily indicative of progress. For example, as a smaller 'larger' organisation with a predominantly male workforce, small changes in our employee profile have a significant impact.

As reporting looks at all employees across an organisation and compares average pay between men and women, it is indeed possible to have a gender pay gap and to pay men and women fairly. Equal pay, however, looks at the difference in men and women's pay for the same or similar work. Reporting annually is an important way to track how recruitment, reward, and progression decisions impact the achievement of a diverse, inclusive workforce.

In reporting our gender pay gap data, we therefore choose to go behind the headline figures. We do this because we are committed to delivering better together – through fostering inclusion, equity, and equality within Pick Everard and we want to understand how our culture, our people management and our proactive actions help us close the gap. We also do it to support other employers and our professional community as they champion good work and fair pay.



Our Values

Pick Everard has four core values which are integral to everything we do. We fully embrace these values and embed them in our approach to pay equality as well as our strategic initiatives to help continue reducing our pay gaps.

Professionalism

We act with the highest standards of integrity and respect towards everyone we work with and for. We seek out and nurture talent. We believe in excellence in all areas of our work. We are collaborative, open, honest, and accountable.

Compassion

We make every effort to protect our environment and bring about positive change to the communities we serve. We are passionate about improving health and wellbeing, contributing to a happy, prosperous society. Our teams are collaborative and proactive. We ask questions and listen to every answer.

Drive

We put our clients first. Our curiosity drives us to continuously find and deliver better solutions and more successful outcomes. We get to know our clients and communities and that motivates us to be creative, to find efficiencies, innovations, and new ways of working. Simply put, we are always learning how to make things better.

Positive

We harness the potential of different backgrounds, culture, and abilities. We are friendly and inclusive. We foster a strong sense of belonging where everyone feels welcome. We champion diversity and promote personal growth, self-improvement and continuous education. We enjoy what we do and celebrate each other's successes.

Our Highlights

-  **Winner:** East Midlands Constructing Excellence People Development Award 2022
-  **Winner:** Tomorrow's Procurement – Consultant of the Year 2023
-  **Shortlisted:** CIBSE Building Performance Consultancy 2022
-  **AJ100:** Ranked as one of the Top 50 architectural practices in the UK
-  **Building Top 150 Consultants:** Ranked as one of the Top 20 property consultants in the UK



Elizabeth Hardwick-Smith
Group People and Culture Director

At Pick Everard, our ambition to be people-centred and create inspiring careers for exceptional people runs through everything we do. We are committed to building a collective culture, one that is authentic, inclusive and has visible and diverse leaders at every level. Guided by our vision and values, we're committed to driving positive change for our clients, our communities, and our people.

We know from our headline gender pay gap figures that we have much work still to do as women are still under-represented at senior level in our business. To address this, we remain committed to attracting, retaining and developing diverse talent and particularly in strengthening the routes of entry we provide within the sector and across the multiple professions we have available at Pick Everard.

Our people strategy and our 13-point EDI plan contain a series of key strategic initiatives and targets that map out how we will move forward in our inclusion programme. We have had many successes already – particularly in reward, engagement, and talent development over the reporting period. We are now working through a process of reviewing some of our new practices to ensure they are favourable to all diverse groups. We recognise that it is only through a continuous drive for improvement will we be able to make long term and meaningful change.

We acknowledge that overcoming the barriers and challenges standing in the way of a more equal workforce will take time and persistence. We are confident that we have the right plan in place to drive these changes now and over the long term, as we remain committed to working towards a strong, diverse mix of talent at every level.

Our progress

In last year’s report we shared a series of key actions to address our gender pay gap. There has been much progress in response to these actions:

- **We know our workforce better than ever before.** We’ve introduced a practice-wide EDI index which encourages our people to share their diversity information with us. This has enabled closer and more accurate monitoring and measurement of our management information and metrics and has enabled us to begin understanding the journey of various diverse groups within the business.
- **We’ve focused on embedding agile working across our workforce** nationally, ensuring that all our people are able to work in a way that enables them to balance a successful career with personal commitments. We’ve adjusted our policies and issued guidance out to individuals and teams to ensure that such arrangements can be successful. 90% of our people are now agile workers. We’ve also implemented additional annual leave linked to our loyalty programme, providing our people with even more flexibility for doing the things that are important to them.
- **During the reporting period, we’ve welcomed 22 graduates** and we’ve set new ambitious targets to attract more early career talent to the practice. Our Springboard early careers programme has been a great success to date, providing our apprentices and graduates with a bright start as they gain important early skills and experiences with us. Some 20% of programme participants are female and we’re looking to specifically target early career female talent to grow this further. Our job descriptions for all career levels in the business have been reviewed and presented in gender neutral language to ensure they are fully accessible, and we’ve launched a new careers website that targets a much broader audience in an engaging style.
- **Our RISE mentoring programme has a cohort which is 49% female**, a figure we are particularly proud of. We’re reviewing this to see what it is about RISE that specifically attracts our female colleagues, so we can apply the same principles to other learning & development opportunities in the business. We’ve also increased the number of female mentors too, with 30% of our mentoring population now being female with a targeted campaign underway to increase this further. In addition to this, we’ve continued to support a new wave of senior colleagues in to accessing executive coaching opportunities with 45% female engagement across total participants of this important leadership development opportunity. We have also implemented a new learning & appraisal system, Pickademy Plus, ensuring our people have access to flexible learning opportunities and they can manage their careers on the go.
- **We continue to work closely with our people** to understand what matters most to them. Our people forums drove a series of key changes in this period including a range of new policies, staff rewards and new ways in which we can involve them more in where we’re heading as a business.



In addition to this:

- We have **maintained and strengthened our position as a Silver Investors in People Employer** as we continue our journey in becoming a Gold and Platinum employer in the future.
- **We’ve signed the menopause pledge**, committing to supporting women at every stage of their lives.
- **We’ve continued to enhance our benefits offering** further with the implementation of spot rewards and enhanced maternity pay, which we put in place in the previous reporting period. This is driving incremental change each year and ensures we’re offering the best choice for our people irrespective of background.

A note on language

Throughout this report, when we talk about “gender” in the context of pay gap reporting we actually mean “sex” which is binary, male and female. This is because the Regulations focus on pay gap between women and men. To enable our people to express their gender in the way that feels most appropriate to them, we have started to collect gender identity data as part of our diversity monitoring. However, at this stage it is not sufficiently complete to use it for reporting purposes.

What our people think

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Shru Morris
Finance Director

“My onboarding experience as a Board Director at Pick Everard was very personalised to my role and a great introduction into the firm.”

From the interview process to my start date, the approach was professional, informative and a very warm experience which has had a really positive impact on my impression of Pick Everard and the team.

I have had a period of maternity leave whilst at the practice and I'm pleased to say Pick Everard has been incredibly flexible with how I've wanted to take my maternity leave. The practice remained in close contact with me, keeping me abreast of key updates from the team, and that contact has been invaluable in how I felt on maternity leave and was pertinent to easing my return to work. Given the relative infancy to my role as Finance Director in the business, I was made to feel very valued on return to work and my role in the practice going forward. The People and Culture team are particularly good at keeping in touch and reassuring you on your ability to do the role going forward after a period of leave.

Some of the main things that are important to me now are:

- To allow me to inspire others to return to work at Pick Everard after maternity leave because of my positive experience
- Keeping the momentum going with key areas of work I am involved in and ensuring my team are also updated with progress on my return
- Ensuring my day is flexible enough to meet my personal commitments around my working day, such as no meetings prior to 9.30, which fits in line with our agile working policy.

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Kerry-Ann O'Neill
Associate Director

“My career is really flourishing at Pick Everard.”

I joined the firm in 2014 as a recently qualified graduate and, thanks to the support and opportunities for training and project experiences I have been given, I have been able to progress into an Associate Director position within our Architecture Discipline based in London.

My development and success have been supported by mentors, team leaders and most recently I have benefited from external coaching. The practice is really good at identifying experts within the business that you can learn from, but they also know when to bring in external expertise for leadership development such as my own executive coach.

I was also one of the first people to receive the enhanced maternity package Pick Everard has in place and this provided a notable financial benefit to my family, in recognition for my long service. I had a career conversation with the Group People and Culture Director and my Director before going on leave and this really helped provide some reassurance and clarity for all parties on what my next step would be and what my future onward aspirations are.

The approach the practice took was so successful that I secured a promotion whilst on maternity leave, in recognition for my contribution to the business, the discipline and our team. This demonstrated to me and others that a career break doesn't have to hinder your career progression.

The approach to keeping in touch days and using accrued annual leave, allowed me to return to work with a phased and balanced approach and I was supported with the transition by my line manager. I now benefit from a flexible working approach, which allows me to balance my personal and professional commitments.

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Emelye Kenyon
Associate Director

“Having worked in geo-environmental engineering for 15 years I have always found it to be generally well balanced in terms of gender, which is high for an engineering / construction related industry.”

Excluding my first year as a graduate however, I have never had any female role models within my field with whom I have had any direct connectivity, which I see as crucial for inspiring the next generation of talent coming through. Since working for Pick Everard, I have had success in carving out a new discipline for the practice in geo-environmental engineering with support from my management team. Whilst this team has been predominantly male, I had a strong female role model from the civil engineering discipline, who was a fantastic champion for me and my vision. She gave me the confidence to reach for my goals and not let gender or age be a barrier. Having this female sponsor and role model within the business, whilst not directly within my specialist area, made a real difference to me.

I now have team of which 29% is female talent. Feedback from females in my team has reinforced for me the view that female talent brings something different by way of leadership style. They have commented how much they enjoy having a female lead to look up to and to experience working with someone who is focused on the wellbeing of their staff. This is something I am delighted has been noticed as I believe the wellbeing and satisfaction of my staff is key to us delivering a quality service for our clients.

After a recent return from maternity leave, I have found that Pick Everard has been supportive of my need for a more flexible approach to work-life balance and have found my team have responded well to the new dynamic created by my part-time hours. Creating the right environment for my own team to thrive is something I hold in high priority.

Our 13 point EDI plan

Actions and change are needed to achieve Pick Everard's Equality, Diversity and Inclusion Strategy as well as its aims and purpose. A summary of our main key objectives under this strategy is laid out on this page in the Firm's 13-point action plan.

Our purpose statement

Our purpose is to:
Create a diverse and inclusive working culture where difference is valued and where people are empowered and enabled to deliver their best, no matter who they are or what their background. We're committing to promote equity within Pick Everard and the industry through our three-year 13 point plan.

Better results

Pick Everard's work in diversity, inclusion and belonging is an extension of our core values. We believe diversity is a catalyst for innovation and better solutions. It fuels stronger results and elevates our business growth. It connects us closer to our clients and the communities we serve. It affords us access to new talent and untapped skills.

We recognise that greater diversity, inclusion and belonging will strengthen our Talent Density, one of our end goals in Plan 25. We're building a culture where difference is valued. Here diverse ideas are encouraged alongside strong involvement from all our staff and where our people feel empowered to bring their full, authentic selves to work.

Approach

The development and delivery of Pick Everard's 13 point plan will continue to have employee consultation and involvement at the heart of it as we make progress and continue to shape our journey.

We'll be taking a data-driven, evidence-led, and delivery-focussed approach, this strategy will support the delivery of transformation - attracting and retaining the very best people, leading and working in in our Practice; ensuring that the right people are working in the right places with the right incentives. This strategy frames an approach where diversity and inclusion is not an end in itself, but an integral means of delivering better outcomes for our clients.

We face extraordinary opportunities as we continue our journey in providing equity and opportunity for all. We have more work to do to advance diversity and inclusion and we're investing to move our Practice and industry forward with genuine commitment.



Our next steps on our journey specifically include:

Continue to understand our evolving workforce and our gaps through analysis of our EDI data – paying particular attention to the journey of particular groups within our business.

Undertake a review to ensure our practices and policies are sensitive and flexible enough to respond appropriately to cultural and preference differences.

Re-train our hiring managers in fair recruitment practices. Introduce further training to equip leaders, managers and all staff with the skills needed to recruit fairly.

Expand where we advertise and how we advertise our career opportunities in order to better reach more diverse groups.

Design and implement the Pick Everard Foundation – a charity and social mobility programme designed to attract and support young and more experienced talent from disadvantaged backgrounds into a career in construction.

Review our career development processes including our performance management system and promotion process, ensuring they strengthen 'readiness' for all groups.

Hold round table discussions with our under-represented groups to understand what's important to them and to identify further changes and improvements to our career development approach.

Assess and review the 'employee experience and retention approach' of our diverse talent pools to identify areas to address

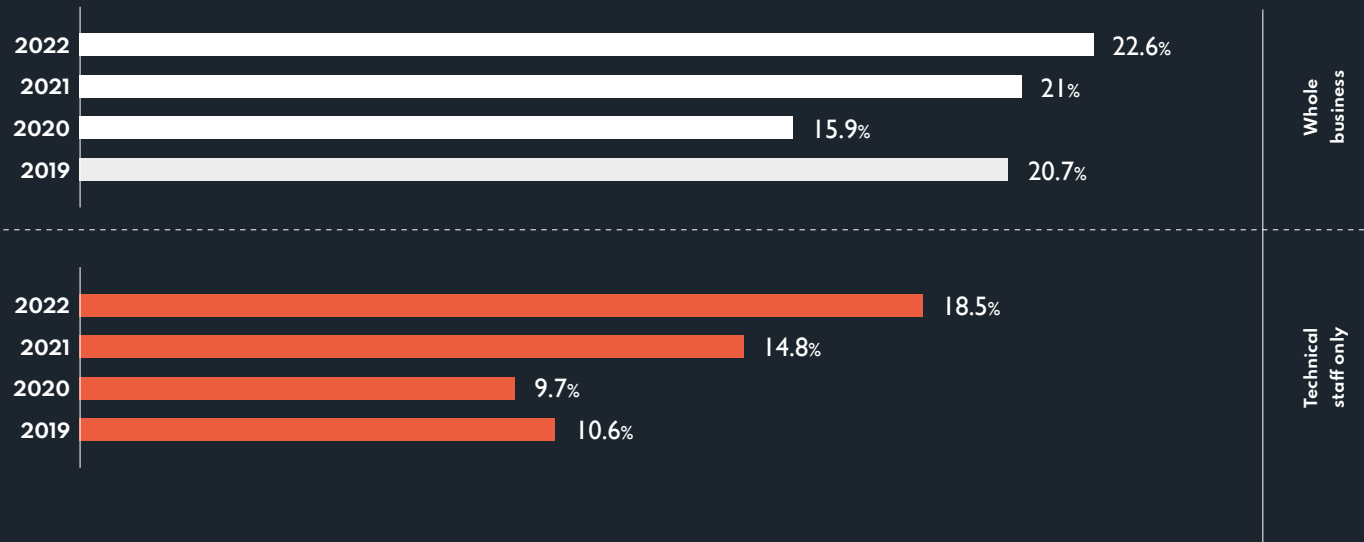
Review rewards & recognition to ensure they are fair and inclusive
Implement diversity champions. Define their role and contribution.

Meet on a bi-monthly basis to discuss key topics, feedback from the business, support for campaigns and agree other proactive actions.

Gender Pay Report 2023: the numbers

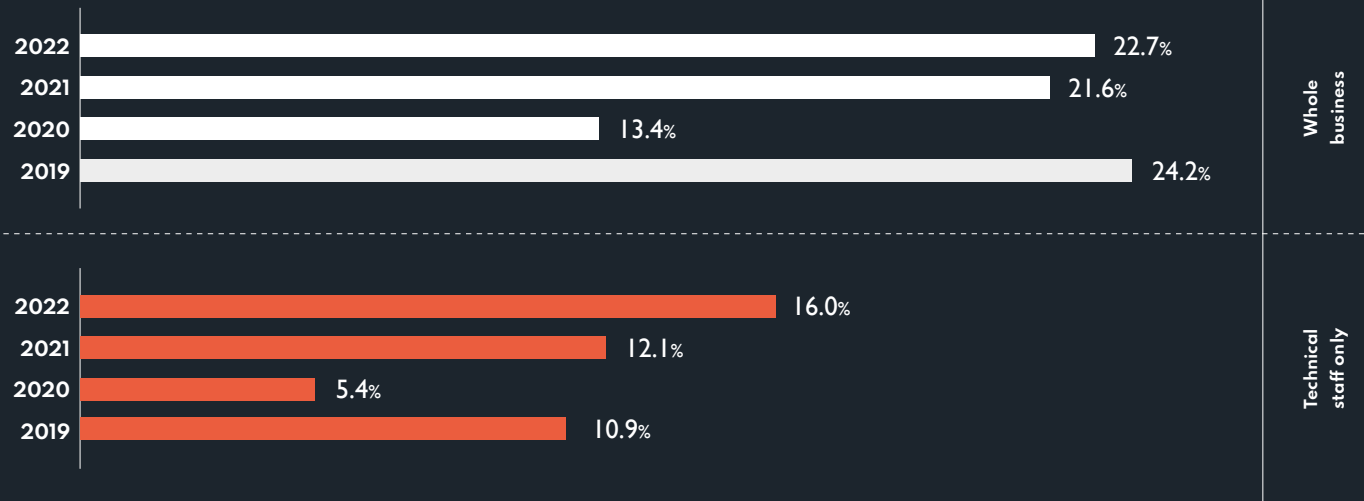
Mean Gender Pay Gap

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total pay bill for female employees and expressing the difference as a percentage.



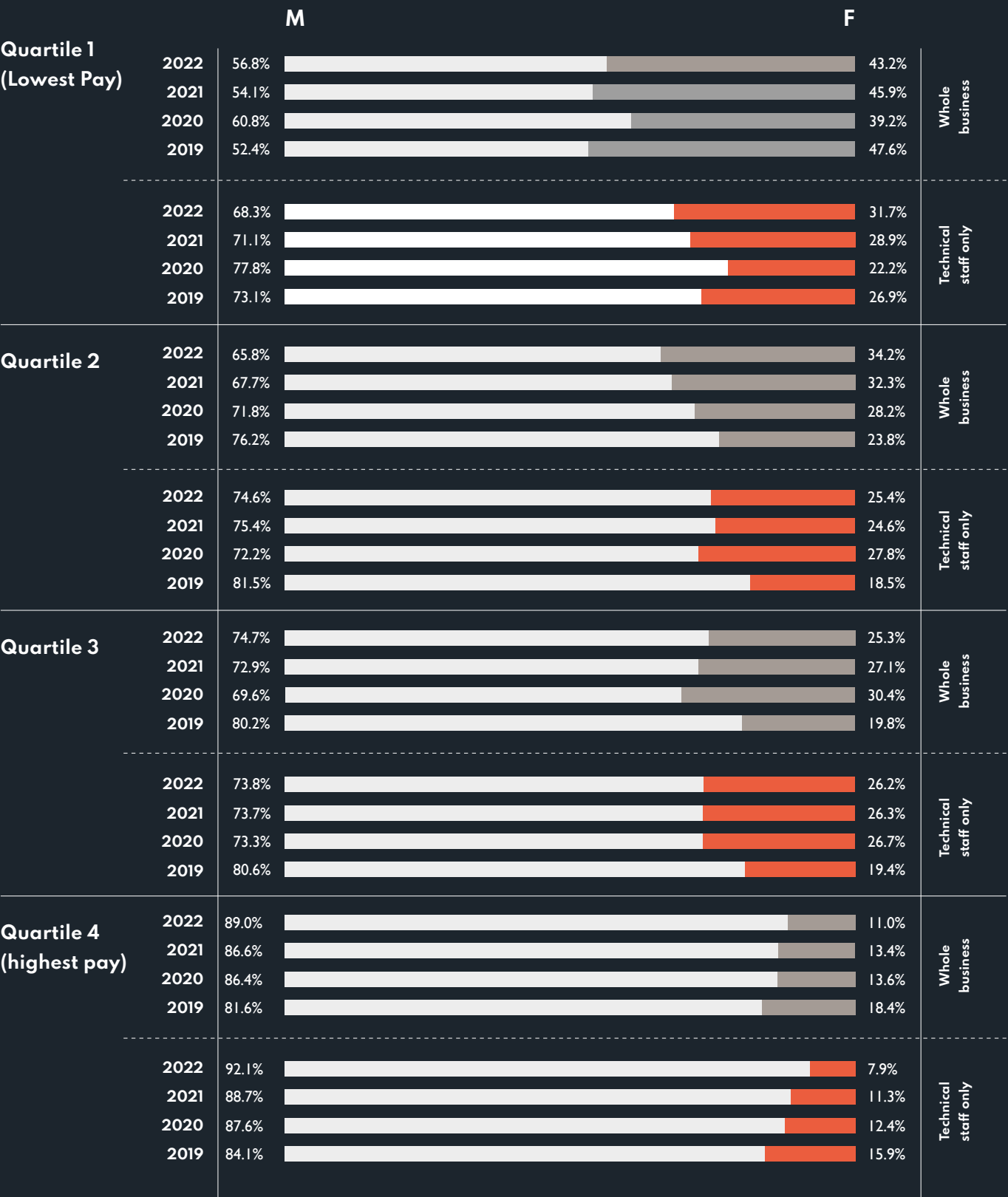
Median Gender Pay Gap

The Median Gender Pay Gap is calculated by taking the middle figures when you place male and female salaries in order and expressing the difference as a percentage.



Pay Quartiles

We are required to break down the statistics into four equal pay quartiles. That means listing and sorting the rates of pay for all employees and splitting into four sections, showing the percentage of men and women in each quartile.

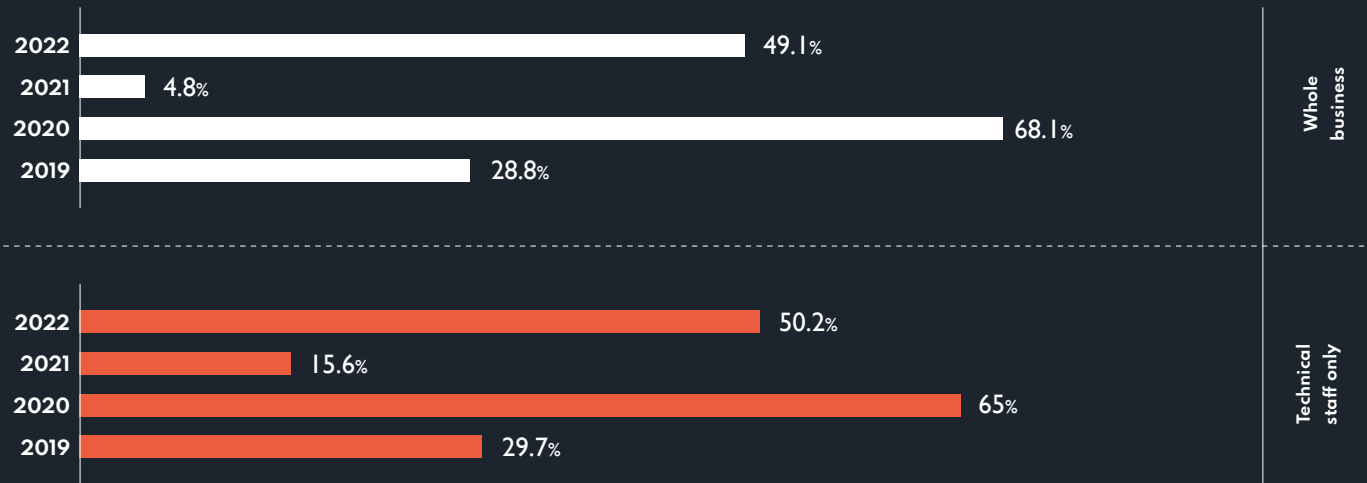


Bonus Reporting

The difference between bonus payments made to males and females in the 12 months preceding 5 April 2020.

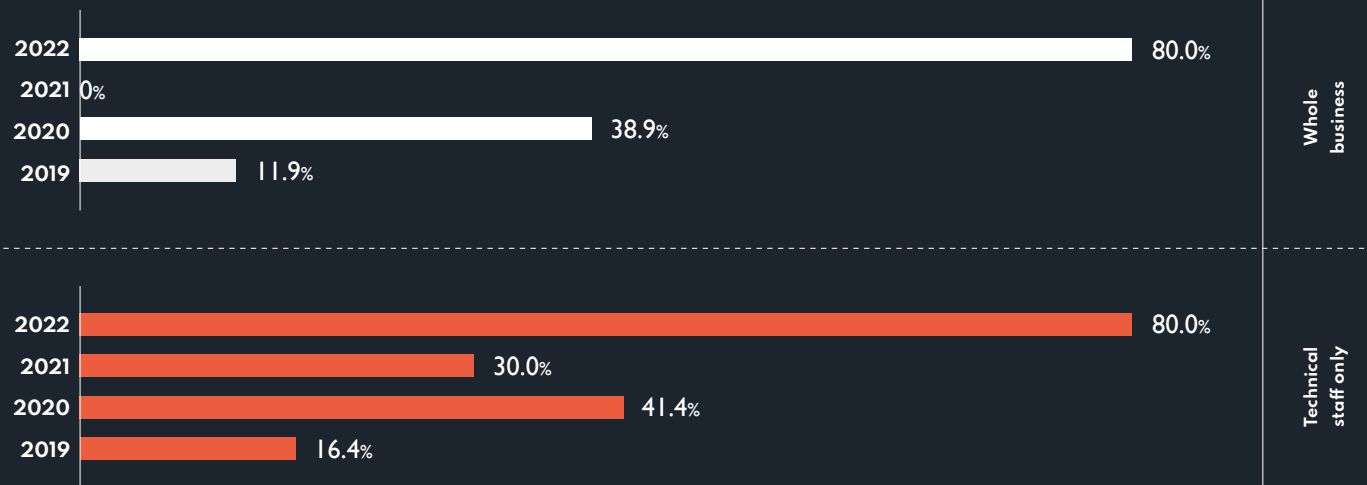
Mean Gender bonus pay gap

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total.

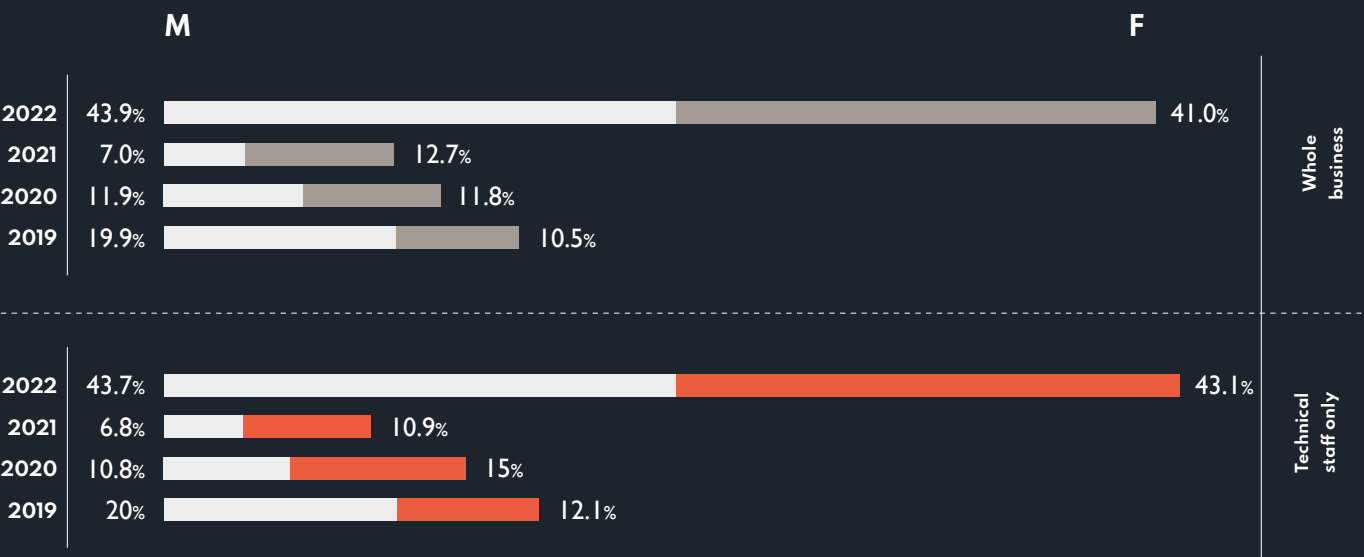


Median Gender bonus pay gap

The Mean Gender Pay Gap is calculated by comparing the total pay bill for male employees and the total.



Proportion of employees awarded a bonus for 2022



The data prepared and presented within this report is accurate at the time of publishing.

A handwritten signature in blue ink, appearing to read 'D Green', with a stylized flourish at the end.

**Duncan Green,
Managing Partner**

**PICK
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